

**2006-2010
STRATEGIC PLAN
Anoka County Community Action Program, Inc.
(ACCAP)**

On June 9, 2005, the Anoka County Community Action Program, Inc. Board of Directors and key staff embarked on a strategic planning process to update our 5-year strategic plan. The purpose of the planning initiative was to identify trends, issues, opportunities and sustainability. To make decisions about ACCAP's future, the ACCAP Board and staff analyzed data from a variety of sources:

1. A Profile of the Twin Cities Metropolitan Area (Federal Reserve Bank of Minneapolis, Community Affairs)
2. Immigrants in the Twin Cities: A Snapshot (United Way of Minneapolis) plus other United Way publications.
3. How Welfare to Work is Working (Wilder Research)
4. Poverty Amidst Plenty in Minnesota: Amount of Unspent TANF Funds Grows Despite Persistent Poverty
5. Finding the Barriers: Opening Doors to Social Services
6. Anoka County Community Health Services: A Community Assessment 2000-2003
7. Demographic Changes and ACCAP client demographics.
8. 2004 Children's Report Card: Anoka County

The outcome of the planning process was the following strategic plan, which provides a roadmap to a successful future for ACCAP and the communities it serves.

MISSION

The Anoka County Community Action Program, Inc. is an innovative catalyst for empowering lower income Anoka County residents to achieve their aspirations and dreams.

ORGANIZATIONAL VALUES

1. All People Have Intrinsic Value. We believe that all people have intrinsic value as human beings and that everyone deserves to be

- treated with dignity and respect.
2. Poverty Needs to Be Addressed at All Levels of the Community. We believe that poverty is transitional, is based in individual, institutional and societal factors that may or may not be beyond individual control, and that alleviating poverty is the responsibility of the whole community.
 3. Commitment to Cultural Diversity. We believe that becoming culturally competent demands that we commit to ongoing learning about cultural difference, that we actively seek to have the cultures present in our community reflected in our organization, that we continuously address the issues of culture as they relate to provision of quality services, and that we actively and tenaciously challenge discrimination and bias throughout our Agency and community.
 4. Effective Partnership and Collaboration. We believe that our customers are best served when we engage the resources of others in mutually beneficial relationships that support a coordinated and integrated approach to delivery of services.
 5. Quality, Innovative, Customer-Focused Programming. We believe that being and remaining innovative is essential, that quality is never compromised, and that our commitment to quality and innovation results in continuous learning, a willingness to take risks, and the involvement of communities and community members in the planning, implementation and evaluation of our programs and services.
 6. The ACCAP Board and staff are determined to increase their commitment to cultural diversity and inclusiveness by stepping up recruitment and training efforts at all levels of the organization, adding value to affirmative action and embracing cultural differences as a community asset.

A VISION FOR OUR COMMUNITY

Our vision is one of a caring Anoka County community where basic needs are provided so that all residents can achieve and enjoy economic self-sufficiency. We are committed to building a stronger Anoka County community by strengthening families. All members of the community, including lower income people themselves, take responsibility and work together to support cultural differences, to alleviate the causes of poverty and to assure a just society. Human services whether public or private, are culturally competent and diverse, well integrated, coordinated, non duplicative, cost effective and efficient. We envision a community where there is a job that pays a livable wage for everyone who can work and the community provides opportunities to increase self-esteem; skills, knowledge and other things people need to work. These include affordable housing, transportation, health care and quality affordable childcare. And for those who cannot work, the community provides a healthy standard of living and opportunities to better themselves and contribute to the betterment of the community so that all persons can live in dignity.

A VISION FOR OUR AGENCY

Our Agency is recognized as a leading nonprofit that is on the cutting edge of Human Service delivery and is dedicated to eliminating poverty. The Organization is justifiably well regarded by all the stakeholders including staff, volunteers, policy makers, funders, members of the broader community and, most importantly, the people it serves. The services that are offered are necessary, relevant, culturally inclusive, and make a measurable difference in people's lives. The Organization is flexible, innovative, and entrepreneurial and is constantly improving. The Agency is strength-based, customer focused and a safe and pleasant place to be for all stakeholders.

SCOPE OF PLAN

A note on the scope of this plan: ACCAP is organized as a designated Community Action Agency. As such, its duties and responsibilities are outlined in Federal and State law. ACCAP is prohibited from providing services that are being adequately provided in the County. For example: Employment and Job Training Programs are important for attaining economic self-sufficiency. ACCAP doesn't provide these services because they are adequately provided by the Anoka County Workforce Center. Also, ACCAP must have a substantial impact in meeting the community needs identified. For example: health insurance coverage is a large need in Anoka County. But with the resources at ACCAP's disposal, it would not have a measurable impact on the uninsured and, thus, health insurance programs are not offered.

BOARD APPROVED PRIORITY OUTCOMES

The following 2006-2010 prioritized outcomes were identified by the Board as the most significant issues to address as ACCAP seeks to accomplish its mission and vision. This plan is designed to provide guidance for the Board and staff to direct Agency staff time and resources that are not program specific (i.e. Head Start, Energy Assistance, etc.).

Stable Homes for Families that are Safe and Affordable. There is a need at all levels and in all parts of Anoka County for safe, affordable housing. ACCAP first identified housing as a priority in 1980, renewed its commitment in 1997 and continues its focus for 2006. ACCAP will continue to lead efforts to support increased availability and accessibility of housing for low-income people in Anoka County. ACCAP will continue to provide a wide range of affordable housing services including homeownership, weatherization, rehabilitation, housing development and

redevelopment; and management of housing, and technical assistance to others providing affordable housing.

Safe, Affordable and Available Transportation. A key component of self-sufficiency is the ready availability of safe and affordable transportation. In the Wilder Research study, How Welfare to Work is Working, transportation was sited as a key barrier and a needed support to employment. While MFIP has greatly impacted all ACCAP programs, it presents a particular challenge in the area of safe, affordable and accessible transportation for low-income Anoka County residents attempting to become economically self-sufficient.

Increased Access to Quality and Affordable Childcare. One of the main barriers to self-sufficiency of our residents not addressed by other providers was information and access to affordable childcare. With that in mind, ACCAP became the Child Care Resource and Referral provider in Anoka County in 1991. Seventy percent (70%) of women with children younger than six were in the labor force.* Changes in public assistance have increased the number of low-income parents entering the workforce. In addition, advances in brain research highlight the importance of early childhood learning as it relates to provision of quality care. Findings from long-term studies of children from socially and racially diverse backgrounds show that the quality of care affects children's learning ability.

Increased Access to Quality Early Childhood Education Programs. Early childhood education programming is a key priority as the studies reveal the single common success factor for children and adults is success in school. One 1999 study found that low-income children who received comprehensive, quality early education intervention had higher scores on cognitive, reading, and math tests than a comparison group of children who did not receive the intervention**.

Basic Needs and Crisis Services. In many cases, a family who is normally doing fairly well finds itself in a crisis because of an event or series of events. If the crisis is resolved, the family returns to normality. To the extent resources permit, ACCAP will provide one time assistance if that assistance will resolve the crisis. The determination of assistance and the efficacy of the assistance will be performed by a committee comprised of representatives of various ACCAP departments.

Senior Programs. There has been a sixty percent (60%) increase in the older adult population in Anoka County during the past decade. No other metro county experienced the level of senior growth that Anoka County did from 1980-1990. While many seniors in the county are financially secure, there are a substantial number of older adults, particularly single women over the age of 75, who live in poverty.

ACCAP is committed to assisting seniors throughout Anoka County through several programs. These programs are respectful of the aging process, address the need to maintain quality of life as one ages in place, and increase community awareness of senior issues and resources available to seniors and their families. The focus of ACCAP senior services is to keep the elderly population independent and in their own homes.

* *In the labor Force, U.S. Bureau of labor Statistics*

** *The Children of the Cost, Quality and Outcomes Study Go to School, E.S. Peisner-Feinberg, University of North Carolina.*

Board Generated Implications and Conclusions

The ACCAP Board is committed to this strategic plan. The ACCAP Board supports current programming as the organization aligns resources to focus on the above outcomes. The Board will be diligent in its role of monitoring organizational performance to accomplish the above stated priorities and suggests a need to increase partnership (e.g. private business) and tap existing available resources (TANF funds). The continued and enhanced focus to increase cultural diversity and competence calls for Board recruitment and training efforts. Board members will become more involved as ambassadors of ACCAP to its broader communities and will play a leadership role in policy advocacy. To ensure that ACCAP retains its relevance, the Board commits to creating a place where new ideas are generated, and innovation and risk-taking are supported.

Approved by the Governing Board
of Directors
March 2, 2006

HOUSING

ACCAP's Governing Board has consistently identified the provision of safe, affordable and appropriate housing as the Agency's top priority since 1989. Anoka County established its Housing and Redevelopment Authority (HRA) in 1994. Today ACCAP is a leading countywide organization currently responding to housing needs. We have outlined a basic plan for the period 2006-2010 to recognize and respond to the needs, priorities, challenges and goals in this area. The plan provides a framework for policy setters to use in evaluating proposed projects. ACCAP recognizes that major changes in the state and federal Government as well as major changes in the economy could significantly impact the degree of need and number of people requiring affordable housing as well as housing resources available. Since ACCAP cannot meet all the housing needs in the county, we must exercise considerable discretion in assessing those needs that can be addressed and the scope of the program ACCAP can administer.

AFFORDABLE HOUSING NEEDS IN ANOKA COUNTY

The following are a range of needs in Anoka County. These will be the priority areas for involvement as opportunities and resources are made available:

1. Rental housing including work force housing for low income or disadvantaged households.
2. Affordable homebuyer services including Home Ownership Education and Counseling, Family Assets for Independence in Minnesota (FAIM), financial assistance and ACCAP/Corrections Affordable single-family construction using inmate labor.
3. Mortgage foreclosure and rental eviction prevention services.
4. Transitional housing and permanent housing for people with disabilities.

HOUSING GOALS 2006-2010

The following annual service goals for ACCAP will be used for this period:

1. Maintain and improve ACCAP's Property Management Program, development services, Housing Rehabilitation, Weatherization, Furniture Warehouse, Home Ownership and Mortgage Foreclosure

Programs, Family Assets for Independence in Minnesota (FAIM), Energy Assistance Program (EAP), ACCAP Crisis and other affordable housing initiatives as currently operated by the Agency.

2. Develop the following affordable housing projects:
- | a. ACCAP assisted | <u>5 Yr. Goal</u> | <u>Estimated Need</u> |
|---|-------------------|-----------------------|
| Affordable housing | | |
| New built | 10 | 100 |
| b. Homeownership Center | 2,700 | 2,700 |
| c. Mortgage foreclosure/rental
eviction prevention services | 480 | 1,500 |
| d. Permanent rental and transitional housing
units developed | 100 | 100 |
| e. Projects
units developed | 12 | 300
12 |
| f. FAIM (families) | 300 | 300 |
| g. Housing Units rehabed | 80 | 100 |
| h. Weatherization units | 600 | 1,800 |
| i. Furniture Warehouse (families) | 2,000 | 2,000 |
3. Cooperation with other Anoka agencies to use ACCAP resources to meet identified housing needs such as emergency shelter.

HOUSING OBJECTIVES - 2006-2010

Housing related objectives to achieve these goals:

1. All housing programs will be administered pursuant to High Quality Industry Standards and funding source requirements including the maintenance of a 95% occupancy rate for housing projects.
2. Property development activities will operate pursuant to the Agency's Investment Policies and the above referenced housing goals.
3. Create new rental and homeownership opportunities in mature cities in Anoka County.
4. ACCAP will continue to consolidate affordable housing units into moderate size developments where on-site management is cost effective, by divesting single-family rental housing.
5. ACCAP will maintain and improve its relationships and collaboration with: Federal, State and private organizations who are players in affordable housing.

TRANSPORTATION

Access to affordable dependable transportation has been consistently identified by ACCAP as a key component of achieving economic self-sufficiency and maintaining independence. Because of

resource limitations, ACCAP will not be a major player in funding or operating transit systems in Anoka County but will work with and support those organizations and agencies who provide transit services to low income Anoka County residents.

Transit needs in Anoka County.

1. Safe affordable, dependable vehicles and funding for operation of vehicles.
2. Expanded para-transit and public transit system that meet the needs of the growing transit depend on population. This is especially needed in east-west routing.
3. Development to commuter rail transit (North Star).

Transit Objectives 2006-1010

1. ACCAP will assist the Anoka County railway authority to obtain resources for the Federal and State Government to fully fund the North Star Commuter Rail line in any way that would be helpful to the Authority.
2. ACCAP will support Free To Be and CEAP in their various automobile programs and will funnel any funding that ACCAP receives for this purpose.
3. In coordination with other providers, ACCAP will provide emergency and crisis services relating to transit. This includes gas and bus vouchers, funding for repairs and operation including insurance as resources permit.
4. Provide transit services to Head Start recipients.

EARLY CHILDHOOD

Through the strategic planning process, ACCAP has consistently identified the need to expand and enhance services to low income and at-risk families who have children from birth to kindergarten enrolled. The basic plan for the period of 2006 through 2010 recognizes the needs, priorities, challenges and goals of these families. This provides a framework for Agency policy setters to evaluate proposed projects during this time frame. While a number of Agency programs address the needs of these children, the primary program serving this population is Head Start.

Major changes at the State and Federal Governmental levels, allow for a full range of options to meet community needs, and the encouragement of local community partnerships. This is important for our service area because MN Department of estimates that ACCAP Head Start is only serving about one third (1/3) of the eligible children. The State average service level is significantly higher. Our five (5) year goal is to bring ACCAP Head Start's percentage of children to at least the State average. With this goal in mind, ACCAP will aggressively solicit additional funding from Federal, State, and local governmental sources as well as United Way of the

Greater Twin Cities Area.

EARLY CHILDHOOD NEEDS IN ANOKA AND WASHINGTON COUNTIES

ACCAP will respond to the following prioritizing needs in Anoka and Washington counties, as opportunities are made available.

1. The number of eligible families who desire Head Start services is increasing at a dramatic rate. The present level of service is inadequate and needs to be increased to meet community needs.
2. Families in need of Head Start services are widely dispersed throughout the two county area. The scope of services needed by eligible families has grown over the past three (3) years and continues to broaden.
3. Enrolled families have difficulty securing necessary services because of cultural and language barriers, fragmentation of service delivery, gaps in services, and multiple agencies serving the same families.
4. As families continue to work toward self-sufficiency and enter the work force, there is a need to provide additional affordable childcare options. Families continue to be stressed by government work requirements.

ACCAP has developed and maintained a positive reputation in planning, funding, developing and managing quality early childhood programs. Past successes in these areas present ACCAP with the opportunity to take an even more active role over the next five-year period.

It should be noted that both Congress and the State Legislature have a significant impact on ACCAP's service levels and program operations. Below are additional challenges our program faces:

- An increase in the number of children being identified as special needs
- Dental access as a major issue
- Medical access for uninsured children
- Homelessness
- Increase in abuse/neglect reporting
- Increase in number of high risk families with multiple issues
- Mental health issues

OBJECTIVES

The following are the objectives for ACCAP during this period:

1. Provide quality, Head Start and Early Head Start per federal and State Rules, Regulations and laws.
2. Increase program capacity for serving children and families in

- Anoka and Washington County to 741 slots.
3. Expand Early Head Start to Washington County when funds permit.
 4. Increase commitment/awareness to cultural diversity. Hire more bilingual/bicultural staff to work with children and families to support language barrier.
 5. Increase safe and affordable transportation services for families.
 6. Develop an early childhood center in Washington County that houses basic administration and the full scope of Head Start program elements.
 7. Expand the scope of Head Start services to more adequately meet the needs of the community, especially in the area of Child Care Assistance.
 8. Head Start will work cooperatively with Child Care Resource and Referral (CCR&R) to provide ongoing outreach and support, training, and resources to child care providers and parents. Support and provide joint leadership with CCR&R to increase the accessibility and affordability of quality childcare.

CHILDCARE

Through the strategic planning process for ACCAP, childcare staff have identified the needs and on-going changes in the statewide system. This plan will occur for the period of 2006 through 2009 and will outline the agency's framework from which to evaluate outcomes for ACCAP childcare.

As the number of families seeking work, training or public assistance has increased so too has the demand for childcare in Anoka County. Along with the demand, changes in the ACCAP Child Care Resource and Referral delivery system changed in 2004. Anoka CCR&R is now part of a larger geographical region known as "East Metro". Referrals are done from the St. Paul office with a referrals counselor at the Anoka site two days a week. However, for the next five years ACCAP Child Care will focus on expanding and strengthening the childcare system in Anoka County by improving affordability, accessibility and availability. More emphasis will be on improving quality of childcare in Anoka County. We will continue to work in collaboration and cooperation with other partners in the Anoka County Community.

CHILD CARE ACTIVITIES IN ANOKA COUNTY

ACCAP will focus on meeting the following range of needs in Anoka County as opportunities are made available. The priority needs in this area are as follows:

1. Foster affordable childcare which bridges the gap between what parents can afford and what quality child care costs administering the various Child Care Assistance Programs.

2. Recruit and support childcare slots for high demand childcare such as special needs, off-hour care, sick childcare, and weekends, infant care, before and after school care.
3. Assure the quality of childcare in age appropriate setting and support school readiness as directed by the State of Minnesota.
4. Support childcare providers in Anoka County with technical assistance and assist in educating providers on child care quality in their respective programs.
5. Educate employers and other community organizations in their role as it relates to childcare.
5. Support locally these two (2) statewide initiatives: T.E.A.C.H and REETAIN programs for providers to reduce employee the turn over rate in the child care industry.

ROLE OF ACCAP IN AFFORDABLE CHILD CARE

ACCAP will evaluate projects and activities in this area based on the following criteria:

1. ACCAP will not be a direct program operator for child care except through Head Start services nor will ACCAP operate in any area being adequately provided by any other public or private organization.
2. ACCAP will take a leadership role in identifying and developing childcare resources.
3. Provide information, public awareness, and advocacy to the general public, business, and public policy setters as it relates to the childcare system in Anoka County.
4. ACCAP will undertake the administration of all Federal, State and County funded Child Care Assistance Programs at the request of Anoka County.

CHALLENGES

The biggest challenge faced in this area is lack of financial resources. This is both to pay for childcare and to pay for the CCR&R operations itself. Additionally, Child Care Assistance in ACCAP faces additional challenges with the consolidation of the program and the ability to serve fewer parents.

The projects also face intrinsic challenges by the very nature of the industry we are attempting to improve. This includes retention problems, quality control and related issues.

A further challenge is the need to develop resources for special needs groups and under served cultural and linguistic communities who do not currently use the existing system.

CHILDCARE GOALS

1. Improve the childcare system in its affordability, accessibility, and availability.
2. Provide cash assistance to income eligible individuals to assist in paying for childcare
3. Implement upgraded technology of the Internet for communication, professional development and community outreach to families and providers.
4. Implement childcare resources to serve parents and providers of culturally diverse communities in Anoka County.
5. Provide community outreach and public relations and education in the child.

CHILD CARE OBJECTIVES 2006-2010

1. Manage and improve the Child Care Resource and Referral Program, as a baseline site in the east metro system, and the Anoka County Child Care Assistance Program so that the programs are operated effectively and efficiently and all funding source requirements are met.
2. Develop and administer of following services:

	5 year Unduplicated	Estimated Need
a. Internet / Web site services	10,000 hits	10,000
b. New provider recruitment	300 providers	500
c. Provider support	300 providers	1,000
d. Off hours non-traditional	100 providers	2,500
f. Child Care Assistance	4,000 families	8,000

BASIC NEEDS AND CRISIS SERVICES

Through ACCAP's strategic planning process, the Agency has consistently identified the need to expand services to low-income households who are in need of crisis and other financial assistance and self-sufficiency development. This section covers family needs, priorities, challenges and goals, so that those who set Agency policy can have a framework to evaluate proposed projects in the area of direct client services.

ACCAP programs cannot be the answer to all the problems facing families in need or in becoming more self-reliant.

ACCAP will partner with other providers in addressing and assessing those needs such as employment, health care, transportation, crisis assistance, childcare, education, training etc.

CRISIS SERVICES AND ACTIVITIES

The following are goals for ACCAP during this period:

1. Prevent evictions and mortgage foreclosures in Anoka County.
2. Provide an array of crisis services to meet families basic needs through one time cash assistance, as resources are available.
3. Provide appropriate effective referrals.
4. Assist households who are at risk and provide limited case management when required.
5. Prevent utility shut off during winter months.

BASIC NEEDS AND CRISIS SERVICES OBJECTIVES

1. ACCAP will manage and improve its client assistance programs (e.g. EAP, FEMA, etc.) and its case management services per funding source requirements. ACCAP will continue to maintain its working relationships with Social Service providers, the County, Police, landlords, and others.
2. ACCAP has a variety of public and private grants and contracts including Minneapolis Foundation, Federal Emergency Management Agency, Emergency Shelter Grants Program and Discretionary Funds, Family Homeless Prevention, Energy Assistance Program. These funds are leveraged to maximize services to families and singles in need. ACCAP will continue to seek out funding in this area.

SENIOR PROGRAMS

ACCAP has developed a number of programs that are designed to assist older adults in independent living. We believe that enabling seniors to continue living in their own homes provides financial and social benefits for the entire community. The strategic plan is based on current resources and staffing available. Senior programs will continue to evolve as the needs of the community change.

A significant part of this plan assumes cooperation with other agencies and county offices in service delivery to older adults. There is substantial movement on the part of other providers within Anoka County to upgrade and further develop programs that serve seniors. This is due in part to the realization that the "age wave" in the next 20 years will require major changes in current service patterns.

There also is a growing awareness within the public and private sectors that it is necessary and desirable to develop programs, which are intergenerational. As resources continue to be stretched, and as many individuals live without support of extended family, younger and older people benefit from cross-generational focus.

ACCAP will continue to play an important role in serving older adults in Anoka County.

NEEDS OF SENIORS IN ANOKA COUNTY

The following needs are those identified by seniors, caregivers and service providers as most significant, particularly in relation to the goal of independent living:

1. Assistance with transportation to and from medical and social service appointments, senior centers, congregate dining, essential personal visits, grocery and other shopping, etc.
2. Financial assistance for a variety of necessities including utility bills and repair, chore services, food, housing, legal services, and health care issues, among others.
3. Information and Referral services. Seniors, due to isolation or impairments, and their families often do not know that programs are available to assist them in independent living.
4. Case management and advocacy services. Many seniors simply need assistance with paperwork completion or the arrangement of services. Others are unable to assertively negotiate the social service system, and benefit tremendously from an advocate "walking" them through the system.
5. Companionship and/or peer counseling, to ease the pain of isolation and vulnerability. Lack of companionship has been shown to increase issues of confusion and depression. Peer counseling can assist older adults as they cope with multiple issues.
6. Needs for services in the home at an affordable cost, including chore services, health and personal care, house repair and painting, and home delivered meals, among others.
7. The need for opportunities within the community, to include volunteerism. Of particular interest to many seniors are opportunities, which are cross-generational and can benefit both older adults and younger people.
8. Affordable and accessible housing for both seniors and disabled adults.
9. Services that provide in-home emotional support for people 55+ through weekly peer counselor visits as older adults are often under diagnosed and under treated for mental health issues and hold onto the stigma around treatment for mental illness.

THE GOALS OF SENIOR PROGRAMS

ACCAP sees the following as its goals and activities in meeting the needs of older adults in Anoka County, particularly those who have low incomes, or who are vulnerable and isolated, or disabled:

1. Information and Referral: Manage and improve the Senior Outreach and Senior Information Line. Assist staff and volunteers in referring older adults and disabled adults, to

- appropriate resources.
2. Provide case management, referral and advocacy services through the Senior Outreach Program. Senior Outreach Workers meet individually with seniors throughout the county to assist them in obtaining services, which enable them to live in their homes.
 3. Serve as a volunteer site for the Senior Companion Program. Senior Companions provide weekly companionship to clients.
 4. Provide chore services through the Chores & More Program.
 5. Promote and participate in discussions with other providers, caregivers and seniors about needs, program development and advocacy for seniors throughout the county and metro area. The Anoka County Senior Issues Network has been developed as one such forum to encourage conversation and change.
 6. Provide volunteer opportunities or referrals to such opportunities for older adults in the community.
 7. Offer support needed for older adults to develop and maintain quality of life and good mental health. To keep older adults out of the hospital or nursing home and at home longer. To increase awareness of mental health resources available to seniors in Anoka County.
 8. Assist in any way possible in the promotion and development of senior subsidized housing.

SENIOR PROGRAM OBJECTIVES

Specific objectives to accomplish these goals:

1. Information and Referral: Update Resource Guide and utilize the Senior Information Line to ensure appropriate resources are included.
2. Senior Outreach Program: Continue to strengthen and expand Senior Outreach Program in indicated areas, with goal of at least 2,300 service contacts each program year for next five (5) years.
3. Senior Outreach Program: Stabilize funding sources for program and secure funding countywide. Continue to diversify funding sources.
4. Senior Companion Program: Expand staff of Senior Companions from twelve (12) in 2006 with goal of fifteen (15) in 2010. Total number of clients served by 2010 will be fifty (50) to seventy (70).
5. Senior Companion Program: Continue contractual arrangement with Anoka County to provide Senior Companions for waived services clients. Expand number of clients served from current level of fifteen (15) to twenty (20) by 2005.
6. Chores & More Program: Continue serving an increasing level of clients through chore services, utilizing private contractors and volunteers.
7. Senior Issues Network: Continue to play a significant role in forums with other providers, caregivers and seniors to discuss needs of seniors and ways to meet those needs in the county.

8. Elder Network Program: To implement this new program and develop a strong base of well-trained volunteers who will serve an increasing number of older adults each year 2006-2010. Provide community education on mental health issues specific to the needs of older adults.
9. Volunteer Services: Continue to provide volunteer opportunities for older adults through Head Start, newsletter distribution, Resource Guide development, and other tasks as they arise. Continue to refer individuals to appropriate agencies for volunteer opportunities.

INCLUSIVENESS/CULTURAL DIVERSITY

Anoka County's demographic composition is rapidly changing as shown by census reports, State Demographic reports and ACCAP client demographic reports. While the census shows poverty rates are declining that total number in poverty are increasing due to the rapid population growth and the supply of affordable housing relative to its neighboring counties. Recent arrivals to the County are increasing families of color; and immigrants and refugees from other countries who, also, are predominately families of color. This poses certain challenges and opportunities in a community that has historically been 97% plus white families of European decent. The challenge is to design, implement and administer programs that meet the needs of and are effective for emerging populations. The opportunities are to make Anoka County richer, more diverse and cosmopolitan.

Inclusiveness/Cultural Diversity Objectives 2006-2010

1. Staff, volunteers and policy setters will be cultural sensitive to the special needs of various groups through ongoing training and mentoring.
2. ACCAP's work force will reflect the cultural diversity of its service area.
3. ACCAP's Policy Council will reflect the demographics of the participants in Head Start. ACCAP's Governing Board will reflect the demographic composition of its service area.

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